

Case study

Client: A professional Institute

Project: Strategic review and member surveys

Dates: 1997 to 2006

Carried out by: Peter Hyde

Requirement

In 1997 the Institute felt itself to be stuck in something of a rut, whilst also being aware that changes in its environment were threatening its membership and future. Peter Hyde Management Consulting was commissioned to undertake a strategic review and help the Institute's Council to develop its first ever Strategic Plan. This led to a longer-term supporting role.

What we did

We interviewed a wide range of stakeholders: Council members, ordinary members, employers of members, government agencies, and other interested parties. The outcome of this was a SWOT analysis which was presented to Council and used as the trigger for a facilitated process of identifying the key strategic issues facing the Institute and the kinds of responses it would need to make. We then drafted a Strategic Plan which was accepted by Council.

One of the key issues in the Strategic Plan was to ensure that the Institute was delivering member satisfaction and we have since undertaken three membership surveys to track this.

Five years after the original Strategic Plan we undertook a short Strategic Plan refresh to see how it needed to evolve and develop.

Outcomes

The member surveys have shown a steady upward trend in member satisfaction across the period. The Strategic Plan refresh found that the original plan had been closely followed and had proven to be an effective guide to action. The revised Strategic Plan was an evolution of the original.